"Analyzing the Effect of different Leadership Styles on Employer Branding in the selected Indian ITES Industry."

Research Plan

For Registration in Ph.D. Program

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DECLARATION

I hereby declare that this Research Plan entitled **"Analyzing the Effect of different Leadership Styles on Employer Branding in the selected Indian ITES Industry"** by Rohini Sharma being submitted in fulfilment of the requirements for the registration in the degree of Doctor of Philosophy, Management under the Jaipur School of Business, JECRC University during the year 2023 is a bonafide record of my original work carried out under the guidance of Dr. Manish Sharma (Assistant Professor), Jaipur School of Business and has not been presented anywhere.

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CERTIFICATE

This is to certify that this Research Protocol entitled **"Analyzing the Effect of different Leadership Styles on Employer Branding in the selected Indian ITES Industry"** submitted by **Rohini Sharma**, in fulfilment of the requirement for registration in Ph.D program in the **Jaipur School of Business, JECRC University** during the academic year 2023, is a bonafide record work carried out under our guidance and supervision.

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ANNEXURE-A

Scholar's Basic Information

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INTRODUCTION

In today's rapidly evolving business environment, companies across all industries are increasingly realizing that employer branding plays a key role in attracting and retaining top talent. Employer branding is a company's reputation as an employer and the unique value proposition it offers to current and prospective employees. A strong employer brand not only helps a company stand out in a competitive job market, but it also promotes a positive work environment and promotes overall organizational success. The ITES industry operates in a highly competitive talent environment, making effective employer branding even more important to attract the best talent, (Anthony, 1965).

Leadership style plays a key role in shaping the work environment, the employee experience and, in turn, the perception of a company's employer brand. Leadership styles that reflect the approaches and behaviors of top management have a significant impact on employee motivation, engagement and job satisfaction. It is therefore important to analyze the Effect of different Leadership Styles on Employer Branding in the selected Indian ITES Industry (Anyango, 2015).

The ITES Industry is known for its fast-paced, ever-advancing technology and is highly dependent on attracting and retaining skilled professionals with in-demand expertise. An attractive employer brand serves as a talent attraction and helps organizations attract the talent that drives innovation, productivity and competitive advantage. In addition, a strong employer brand promotes employee retention and reduces turnover, leading to cost savings and long-term organizational stability. Examining the relationship between Leadership Style and Employer Brand in the ITES Industry provides insight into the strategies companies can adopt to effectively strengthen their Employer Brand. By understanding how different leadership approaches impact employee perceptions and experiences, organizations can align leadership practices with employers' desired brand image, (Asika, 2004).

The intention of this study is to analyse the effect of different Leadership Styles on Employer Branding in selected Indian ITES Industry. By examining this relationship, organizations can gain valuable insight into how different leadership approaches impact an employer's brand and identify strategies to effectively enhance it. Employer Branding is an organization's reputation

as an employer and the value proposition it offers to its current and future employees. In the ITES Industry, where opportunities abound for talented professionals, a strong employer brand is a strategic asset. It attracts the best employees, drives employee retention, and helps organizations achieve their goals. A positive Employer Brand in the ITES Industry can differentiate a company from its competitors and establish it as a preferred employer, giving it a competitive advantage in attracting and retaining talent, (Ahuja, 2006).

LITERATURE REVIEW

Employer Branding is becoming increasingly important as companies, especially in the ITES Industry, strive to attract and retain top talent in a highly competitive environment. Leadership plays an important role in shaping and promoting an employer's brand image. Different leadership styles can have different effects on how an organization is perceived as an employer, and these effects can be influenced by demographic variables. The purpose of this literature review is to explore the effect of different leadership styles on employer brand image in the ITES Industry. Employees are an organization's valuable resources and assets. Therefore, managers or supervisors must develop strategies to identify, develop, measure, evaluate, improve, and reward employees to improve their job performance. Therefore, improving the performance of individual employees can also affect the performance of the organization (Chuang, 2013).

1. Sahu et al., 2017 conducted a study in whose findings indicate a direct impact of transformational leadership style on employees' intention to leave. The relationship between transformational leadership and employer branding is influenced by employee engagement. Similarly, the connection between leadership and psychological attachment is mediated by employer branding. The study was an empirical study with a sample size of 405 respondents through questionnaires.
2. Möller Almasidou, 2021 did a research in which findings suggest that leadership plays a role in shaping the internal employer branding process, both at the organizational and individual levels. Key elements of leadership that can influence the internal employer branding process include aligning with the company's values and vision, fostering meaningfulness in employees' daily work through effective communication, and providing development opportunities. The study was a qualitative study with semi-structured interviews.

3. Pathardikar et al., 2013, through empirical research, explored the conceptualization of factors that impact employer branding and their subsequent influence on psychological attachment. The primary aim was to investigate the dynamics of employer branding, which has seldom been studied collectively with its drivers and their effects. The sample size was 150 respondents among 10 organizations.
4. Abbas, & Asghar, 2010, in their study depicts that there is a significant and close relationship between enhanced organizational performance and potential innovation when organizational change is driven by the leader's vision and supported by their innovative approach. The research was mostly dependent on analysis of secondary data.
5. Amoah-Mensah, & Darkwa, 2020, in the study examines the relationship between the leadership style of owner-managers of small sawmills in the Sokoban Wood Village in Kumasi, Ghana. It is proposed that the leadership styles of owner-managers have an impact on employees' performance, with the expectation that the age and experience of owner-managers would moderate this relationship. The research is conducted based on data gathered from 315 employees across 63 sawmills. Through simple linear multiple and moderated multiple regressions, the hypotheses are tested.
6. Anyango, 2015, conducted research where the objective of this research was to evaluate the impact of various leadership styles (including transformational, transactional, autocratic, and laissez-faire) on employees' performance at Bank of Africa, Kenya. The study employed a descriptive survey research approach, gathering 80 valid structured questionnaires out of 300 distributed, to investigate the relationship between leadership styles and employees' performance.
7. Azka et al., 2011, explains the relationship between transformational leadership, employee engagement, and employee performance was explored in this study. Data was collected through questionnaires from a sample of 270 employees and managers in the telecom industry. The empirical findings revealed a significant correlation between transformational leadership, employee engagement practices, and employee performance.
8. Bell, 2013, in the research explains the theory of charismatic leadership outlining the expected behaviors of both leaders and followers. Leaders exhibit exceptional behaviors and demonstrate significant expertise, often in response to crisis situations or other significant circumstances that create a favorable environment for charismatic leadership to emerge. In turn, followers perceive and attribute charisma to the leader, reacting to these exceptional behaviors within the broader situational context.

9. Bolden et al., 2003, commissioned to support the development of then National Occupational Standards in Management and Leadership, this report provides an overview of leadership theory and competency frameworks. It delves into the evolution of leadership theories over the past 70 years, starting from the concept of heroic leaders known as the "great man" theory. The report covers various theories such as trait theories, behaviourist theories, situational leadership, contingency theory, and concludes with an exploration of transactional and transformational leadership.
10. Bottomley et al., 2016, in the paper investigates the potential contingency of the relationship between transformational leadership and organizational citizenship behaviours (OCBs) on public service motivation (PSM). It is suggested that in public sector organizations, PSM might diminish the motivational effects of transformational leaders' behaviours on followers' OCBs. The study utilizes a sample of Mexican employees to explore this hypothesis.
11. Chuang, 2013, explains the essential skills for leadership effectiveness in diverse workplace development. It reflects the importance of effective leadership in cross-cultural management in literature.
12. Cicero, et al., 2010, in the analysis is expanded by incorporating role ambiguity as a contextual factor that contributes to the inclination to minimize uncertainty. This situational influence acts as a moderator in the relationship between leader group prototypicality and indicators of leadership effectiveness, including perceived effectiveness, job satisfaction, and turnover intentions. The hypothesis is supported by the results of a survey conducted among 368 employees from four Italian companies.
13. Chew, 2004, aimed to identify the key components of HRM practices that significantly impact the decision of core employees to remain with an organization. The study encompassed three phases: (1) a preliminary inquiry involving the Delphi Technique, where the perspectives of a panel of thirteen experts were gathered, (2) in-depth interviews conducted with twelve human resource managers from Australian organizations, and (3) a quantitative survey involving 800 employees from nine Australian organizations.
14. Mahesh, 2017, focuses on Employer Branding as an HR tool for talent management with the study of 600 respondents from the Top 10 IT companies in Karnataka, India. It suggests a high correlation between the two.
15. Navale, 2018, focused on Employer Branding and Its Impact on Talent Acquisition and Retention and found that Employer Branding made a strong impact on talent acquisition

and retention. The study involved 404 respondents from the IT companies of Pune region in India.

16. Kochummen, 2021, focused on establishing the concept of employer branding and finding the factors that affect or drive the employer brand. The data was collected from 330 respondents from the IT companies in the region of Kerala in India.
17. Dabirian, et al., 2019, unveiled eight employer branding value propositions that hold significance for prospective IT employees. These dimensions are crucial for IT firms and industries that are in competition to attract and retain skilled IT professionals, requiring their understanding and effective management. The potential IT employees surveyed in the study were students enrolled in the disciplines of computer science and information systems at a comprehensive university in North America.
18. Gregorka, et al, 2020, analyzed the implementation of employer branding and the perspective of employers regarding this practice. Through the use of ten semi-structured, in-depth interviews, the authors explore both the application of employer branding practices and the involvement of human resources management in this process. The study was done with HR departments of 10 Portuguese companies.
19. Rana et al., 2019, in the study conducted on 250 employees from IT companies in India, concluded that IT sector employees are inclined towards employers who offer diverse work tasks, valuable experiences, clear career development paths, a sense of belonging, social acceptance, and technologically advanced procedures and methods.
20. Neerja, 2017, conducted research on Impact of Employer and Employee Branding on Organizational Attractiveness and Firm Performance in IT sector in Mumbai on a sample of 500 employees in 9 IT companies in Mumbai.
21. Pathardikar & Sahu, 2015, provides support for previous research on factors influencing employee turnover by demonstrating a clear correlation between transformational leadership and the intention to resign. Study was done with 378 respondents in Indian IT sector.
22. Priya, 2023, mentions that in human resources management, leadership plays a vital role, as it contributes significantly to establishing a favorable workplace atmosphere, inspiring employees, and fostering a culture of ongoing enhancement.
23. Rana, & Kapoor, 2016, studies Employer branding and corporate image building is a creative and salient factor in organization growth.

24. Lubecka, 2013, discusses employer branding as a dialogistic communication tool of a competitive employer. It explains how employer branding enhances the position of an employer in a competitive market.
25. Deepa & Baral, 2019, in the paper aims to employ IPA (Importance-Performance Analysis) to assess employees' perceptions regarding crucial attributes of the employer value proposition (EVP) and their corresponding scores for fulfillment of the psychological contract. The study applies IPA to evaluate 40 EVP attributes and their associated dimensions, namely "Economic Value," "Development Value," "Social Value," "Work Value," and "Employer Reputation."

RESEARCH GAP

Several studies have been conducted on the relationship between leadership style and employer branding, but not understanding this relationship, especially in the context of the ITES Industry. There is a tremendous research gap in that. The existing literature mainly focuses on leadership styles and employer branding in general and does not address the specific dynamics of the ITES Industry. (Creswell, 2008).

Firstly, it is needed to explore the Effect of different Leadership Styles in the IT Industry on employer branding. The ITES Industry is characterized by rapid technological progress, fierce competition for top talent, and a diverse workforce. These factors can influence how a leadership style is perceived and how it subsequently affects an employer's branding. Thus, a knowledge gap exists regarding the specific effect of leadership style on employer branding in the ITES Industry, (Babatunde & Emem, 2015).

Furthermore, previous studies have often relied on quantitative techniques, providing limited insight into employees' subjective experiences and perceptions. There are research implications for using qualitative research techniques such as interviews to better understand how employees interpret and experience different Leadership Styles and their effect on Employer Branding in the ITES Industry. Qualitative research provides broad and nuanced insight into underlying mechanisms and subjective experiences that are not fully captured by quantitative research, (Bamberger, 2020).

Significance for Research

This study is of great importance for both academic research and practical application in terms of analysing the Effect of different Leadership Styles on Employer Branding in the ITES Industry. The importance of this study is explained below.

- Expand the knowledge: This research contributes to the existing body of knowledge, especially by focusing on the ITES Industry. We are filling a research gap by investigating how different Leadership Styles affect Employer Branding in this unique context. By expanding our understanding of the relationship between Leadership Styles and Employer Branding in the ITES Industry, this study provides valuable insights that can contribute to theory development in the areas of organizational behaviour and talent management, (Azka, 2011).
- Leadership strategy: The findings of this study will help companies in the ITES Industry adjust their leadership strategies to improve Employer Branding efforts. By understanding the specific Effect of different Leadership Styles on Employer Branding, organizations can tailor leadership development programs to foster desirable leadership qualities that positively affect Employer Branding. This collaboration can create a competitive advantage in attracting and retaining top talent in the ITES Industry, (Barbie, 2001).
- Improved employee retention: The findings help companies in the ITES Industry improve employee retention by identifying Leadership Styles that positively affect Employer Branding. An effective Leadership Style that promotes a positive Employer Brand image can increase employee satisfaction, engagement and loyalty, thereby reducing turnover. This can lead to lower hiring, onboarding, and training costs for new employees, (Bass, 1985).
- Diversification of Talent Acquisition: Demographic variables such as age, gender, education, and experience are important factors that influence employee perceptions and experiences at work. By considering mitigating the impact of these demographic variables, businesses can develop targeted Employer Branding strategies to attract diverse talent. As companies understand how different Leadership Styles interact with demographic variables, they will interact with people from diverse backgrounds and create an inclusive environment that fosters diversity and inclusion efforts, (Bell, 2013).
- A practical guide for ITES Industry professionals: This research provides practical guidance for managers, executives and HR professionals in the ITES Industry. By

understanding the Effect of different Leadership Styles on Employer Branding, professionals can make informed decisions regarding leader selection, development and communication strategies. It provides actionable insight into how leadership behaviour can positively impact an organization's perception as an employer, leading to improved talent attraction and retention, (Bennis & Nanus, 1997).

Statement of the Problem

Within the dynamic and competitive ITES Industry, Employer Branding has become a basic aspect of business success. The recognition of an organization as an employer includes a significant effect on its capacity to draw in and hold best ability. Leadership Style plays a vital part in forming an Employer's Brand image. However, there's a need for understanding of how distinctive authority styles influence Employer Branding within the ITES Industry. Past ponders have explored the relationship between authority style and Employer Branding, but information gaps exist particularly within the ITES industry. The ITES industry has one-of-a-kind characteristics, counting a differing workforce with distinctive statistical foundations. In this context, therefore, it is basic to explore the effect of authority style on Employer Branding. For companies looking to create an effective manager branding methodology, it is critical to get it how distinctive authority styles influence an organization's perception of them as a boss within the ITES industry, (Bolden, 2003). In any case, there is limited research examining how statistical factors influence the effect of administration style on Employer Branding within the ITES industry.

Scope of Study

The focus of this study is to analyse the Effect of different Leadership Styles on Employer Branding in the ITES industry. The purpose of this study is to examine the relationship between Leadership Style and Employer Branding in the context of the ITES industry. The research involves collecting data from the IT industry employees through questionnaires and qualitative interviews. The study uses established scales to measure Leadership Style and Employer Brand perceptions. Qualitative interviews provide greater insight into employee perceptions and experiences with Leadership Styles and Employer Branding. Although this study focuses on the ITES industry, it is important to recognize that the industry itself is vast and diverse. Therefore, this study looks at a representative sample of organizations in the ITES industry and

aims to cover different organizational sizes, sectors and geographic locations. This approach helps us to gain a more comprehensive understanding of the Effect of Leadership Style on Employer Branding in the industry, (Bottomley, 2016).

This research primarily focuses on his five commonly identified Leadership Styles.

Democratic, Autocratic, Laissez-faire, Transformational and Transactional leadership. These styles are analysed in terms of their impact on Employer Branding in the ITES industry. This study explores how different Leadership Styles affect employees' perceptions of the company as an employer and the resulting engagement, satisfaction and loyalty. Demographic variables such as age, gender, education and experience are likely factors influencing the relationship between Leadership Style and Employer Branding. This study explores how these variables affect employee perceptions of different Leadership Styles and how they affect Employer Branding in the ITES industry (Champoux, 2006). This study focuses on the Effect of Leadership Style on Employer Branding and does not address other factors that may influence employer branding, such as: is important. Company culture, compensation, work-life balance. These factors can influence Employer Branding but are beyond the scope of this study.

RESEARCH OBJECTIVES

1. To understand the extent to which Leadership Styles affect Employer Branding in the selected Indian ITES Industry.
2. To explore the Effect of Leadership Styles on different variables of Employer Branding in the selected Indian ITES Industry.
3. To determine whether leaders enhance the organization's Employer Brand image to attract top talent in the selected Indian ITES Industry.
4. To suggest a model with best Leadership Styles that influence employees' perception of the organization as an employer in the selected ITES Industry.

RESEARCH METHODOLOGY

Research Methodology is a process that defines the systematic course of solving a research problem. Researchers not only need to know the research techniques but the right application for the same to find the desired results or solution. Research Methodology is the tool that helps in determining the correct course of action.

The research methods to **Analyze the Effect of different Leadership Styles on Employer Branding in the selected Indian ITES Industry** involve a descriptive approach. This approach will also be the combination of qualitative and quantitative research methods to maintain a comprehensive understanding of the research topic. This methodology can be divided into the following sections: Research Design, Sample Design, Data Collection and Data Analysis.

Research Design:

A research design is a conceptual structure as per which the research is carried out. It makes the research process streamlined and productive. The study design will be a sequential descriptive design, with qualitative data collection and analysis prior to quantitative data collection and analysis. This allows for quantitative methods for testing and validating the results.

Sample Design:

A sample design serves as the structure or guide for acquiring a sample from a specific population. It encompasses the method or approach to be employed in selecting items for the sample, which will be utilized for carrying out the research project.

The Sample Design includes the following:

- Population/Universe: The population for the study is going to be ITES organizations in India.
- Sampling Unit: The sampling unit for the study will be represented by the employees of the ITES companies in India.
- Sample Size: For the present research study Sample size taken is 384 for a finite population at 99% confidence level and 5% margin of error which is derived by using Krejcie and Morgan's formula.
- Sampling Technique: The sampling technique used will be simple random sampling.

Data Collection:

The data collected for the study will be primary data and will use the methods of questionnaires and interviews.

The qualitative phase would involve conducting in-depth interviews with employees from the ITES industry. The interviews would be semi-structured, allowing participants to share their

experiences, perceptions, and interpretations of different Leadership Styles and Employer Branding. The sample size would be determined based on data saturation, where new information or insights are no longer emerging from the interviews.

The survey questionnaire would be administered to a larger sample of employees working in the ITES industry. The sample would be selected using simple random sampling technique with an attempt to ensure representation across different demographic variables. Data would be collected through online surveys.

Data Analysis:

The quantitative data would be analyzed using statistical analysis techniques. Descriptive statistics would be used to summarize the data, and inferential statistics, such as regression analysis and test hypotheses. The proposed tests for quantitative data analysis are as below.

- Chi Square test: This non-parametric test is utilized to assess the presence of an association between categorical variables, allowing for the determination of whether they are independent or interconnected.
- Regression Analysis: This method is employed to investigate the correlation between multiple variables, specifically examining the connection between a group of independent variables and the dependent variable.

HYPOTHESIS

Hypothesis 1

H0: Leadership Styles do not affect Employer Branding in the selected Indian ITES Industry.

Ha: Leadership Styles affects Employer Branding in the selected Indian ITES Industry.

Hypothesis 2

H0: Organization's leadership does not affect the selected variables of Employer Branding in the selected Indian ITES Industry.

Ha: Organization's leadership affects the selected variables of Employer Branding in the selected Indian ITES Industry.

Hypothesis 3

H0: Leadership Styles does not affect employee satisfaction to influence employer branding in the selected Indian ITES Industry.

Ha: Leadership Styles affects employee satisfaction to influence employer branding in the selected Indian ITES Industry.

Hypothesis 4

H0: Leaders do not enhance organization's Employer Brand image to attract top talent in the selected Indian ITES Industry.

Ha: Leaders enhance organization's Employer Brand image to attract top talent in the selected Indian ITES Industry.

EXPECTED OUTCOME

The proposed outcome of this study on analyzing the Effect of different Leadership Styles on Employer Branding in the ITES Industry is to generate valuable insights and contribute to both academic knowledge and practical applications, (Chew, 2004). The expected outcomes can be summarized as follows:

Empirical Findings:

The study aims to provide empirical evidence on the Effect of different Leadership Styles on Employer Branding within the ITES Industry. The quantitative analysis would yield statistical results that indicate the relationships between Leadership Styles and Employer Branding. These findings would contribute to the existing body of knowledge and provide a deeper understanding of how Leadership Styles influence the perception of an organization as an employer in the selected Indian ITES Industry, (Cherry, 2006).

Identification of Effective Leadership Styles:

Through the analysis of both qualitative and quantitative data, the study aims to identify the Leadership Styles that have a positive impact on Employer Branding in the selected Indian ITES Industry. This information is valuable for companies in the ITES industry to understand what leadership approaches are most effective in improving an employer's brand image. It helps organizations design and implement leadership development programs that promote desirable leader qualities and behaviors.

WORK PLAN/ TIMELINES

RESEARCH ACTIVITY	6	12	18	24	30	36	*
1. Course Work							
2. Literature Survey							
3. Methodology Steps							
4. Quarterly Reports							
5. Communication of papers							
6. Preparation of final Thesis							
7. Submission of Thesis							

*As approved extension.

LIMITATIONS OF STUDY

This study aims to provide valuable insight into the Effect of different Leadership Styles in the selected Indian ITES industry on Employer Branding, but the generalizability of the results on other industries will vary. It's important to be aware of certain limitations that can affect range and Limits include:

- **Self-reported data:** This study is based on employee self-reported data; it may be subject to response bias and social desirability bias. Participants may provide responses that they consider to be positive or socially acceptable rather than reflecting their true perceptions and experiences. Efforts are made to mitigate these biases by using anonymous surveys and ensuring confidentiality.
- **Causal relationship:** This study aims to explore the relationship between Leadership Style and Employer Branding, but the cross-cutting nature of the study design limits our ability to establish causal relationships. Longer-term studies or experimental designs will be needed to establish causality more reliably.
- **External factors:** Although this study focuses on the influence of Leadership Style on Employer Branding, other external factors that can affect Employer Branding, such as corporate culture, compensation, and market conditions, are considered. These factors interact with Leadership Style can influence employee perceptions of employer brands.

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